

# GLOBAL REPORTING INITIATIVE INDEX

GRI reference	Descriptor	Page	Integrated Annual Report Description
<b>1. Strategy and analysis</b>			
1.1	Statement from the most senior decision-maker of the organisation	4 18	Group Strategy and Targets Chief Executive's Report
1.2	Description of key impacts, risks and opportunities	10 16 18 22	Material Sustainability Issues Chairman's Report Chief Executive's Report Chief Financial Officer's Report
<b>2. Organisational profile</b>			
2.1	Name of the organisation	–	Clicks Group Limited (JSE: CLS)
2.2	Primary brands, products and/or services	2	Group Profile
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries and joint ventures	2	Group Profile
2.4	Location of organisation's headquarters	–	Cnr Searle and Pontac Streets, Cape Town, 8001
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	1	Introducing Integrated Reporting
2.6	Nature of ownership and legal form	64	Directors' Report
2.7	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	2	Group Profile
2.8	Scale of the reporting organisation	64	Directors' Report
2.9	Significant changes during the reporting period regarding size, structure or ownership	–	No significant changes during the period
2.10	Awards received	16 22 36	Chairman's Report Chief Financial Officer's Report Operational Review
<b>3. Report parameters</b>			
3.1	Reporting period	– 1 64	1 September 2010 to 31 August 2011 Introducing Integrated Reporting Directors' Report
3.2	Date of most recent previous report	–	2010 annual report for the period 1 September 2009 to 31 August 2010
3.3	Reporting cycle	–	Annual
3.4	Contact point for questions regarding the report or its contents	IBC IBC	Company secretary Investor relations consultants
3.5	Process for defining report content including determining materiality, prioritising topics within the report and identifying stakeholders	1 10 60	Introducing Integrated Reporting Material Sustainability Indicators Stakeholder Engagement
3.6	Boundary of the report	1	Introducing Integrated Reporting
3.7	State any specific limitations on the scope or boundary of the report	1	Introducing Integrated Reporting Global Reporting Initiative Index
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities	–	All entities in the group are accounted for in the reported sustainability indicators
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report	–	Not reported
3.10	Explanation of the effect of any re-statements of information provided in earlier reports and the reasons for such re-statement	–	No re-statements
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	– 1	No significant changes Introducing Integrated Reporting

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3.12	Table identifying the location of the GRI standard disclosures	–	GRI Index – <a href="http://www.clicksgroup.co.za">www.clicksgroup.co.za</a>
3.13	Policy and current practice with regard to seeking external assurance for the report	–	External assurance of financial information and selected sustainability indicators

## 4. Governance, commitments and engagement

4.1	Governance structure, including committees under the highest governance body responsible for setting strategy or organisational oversight	44	Corporate Governance Report
4.2	Indicate whether the chair of the highest governance body is also an executive officer	44	Corporate Governance Report
4.3	State the number of members of the highest governance body that are independent and/or non-executive	44	Corporate Governance Report
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	–	Not reported
4.5	Linkage between compensation for members of the highest governance body, senior managers and executives and the organisation's performance	51	Remuneration Report
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	–	Not reported
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental and social topics	–	Not assessed
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental and social performance, and the status of their implementation	–	Not assessed
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct and principles	–	Not assessed
4.10	Process for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance	46	Corporate Governance Report
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	–	Not assessed
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses	–	Not assessed
4.13	Membership of industry associations and national or international advocacy organisations	–	Not reported
4.14	List of stakeholder groups engaged by the organisation	60	Stakeholder Engagement
4.15	Basis for identification and selection of stakeholders with whom to engage	60	Stakeholder Engagement
4.16	Approaches to stakeholder's engagement, including frequency of engagement by type and by stakeholder group	–	Not assessed
4.17	Key topics and concerns that have been raised through stakeholder engagement and how the organisation has responded to those key topics and concerns, including through its reporting	–	Not assessed

## Economic performance indicators

EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	125	Distribution of Wealth Created
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	–	Not assessed

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EC3	Coverage of the organisation's defined benefit plan obligations	53	Remuneration Report
EC4	Significant financial assistance received from government	–	Not applicable
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	–	Not assessed
EC6	Policy, practices and proportion of spending on locally-based suppliers at significant locations of operation	–	Not assessed
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	–	Not applicable
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement.	–	Not applicable
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	–	Not reported

## Labour practices and decent work performance indicators

LA1	Total workforce by employment type, employment contract and region	58	Transformation Report
LA2	Total number and rate of employee turnover by age group, gender and region	–	Not reported
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	–	Not reported
LA4	Percentage of employees covered by collective bargaining agreements	33	Sustainability Indicators
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	–	Not assessed
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes	–	Not assessed
LA7	Rates of injury, occupational diseases, lost days and absenteeism, and total number of work-related fatalities by region	–	Not reported
LA8	Education, training, counselling, prevention, and risk-control programmes in place to assist workforce members, their family, or community members regarding serious diseases	–	Not assessed
LA9	Health and safety topics covered in formal agreements with trade unions	–	Not assessed
LA10	Average hours of training per year per employee by employee category	–	Not assessed
LA11	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	58	Transformation Report
LA12	Percentage of employees receiving regular performance and career development reviews	–	Not reported
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity	58	Transformation Report (Employee profile)
LA14	Ratio of basic salary of men to women by employee category	–	Not reported

## Human rights performance indicators

HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	–	Not applicable
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	–	Not assessed
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	–	Not assessed
HR4	Total number of incidents of discrimination and actions taken	–	Not assessed
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	–	Not assessed

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HR6	Operations identified as having a significant risk for incidents of child labour and measures taken to contribute to the elimination of child labour	–	Not assessed
HR7	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour	–	Not assessed
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations	–	Not assessed
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	–	Not assessed
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	–	Not assessed
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms	–	Not reported

## Environment performance indicators

EN1	Materials used by weight or volume	–	Not assessed
EN2	Percentage of materials used that are recycled input materials	–	Not assessed
EN3	Direct energy consumption by primary energy source	–	Not assessed
EN4	Indirect energy consumption by primary source	–	Not assessed
EN5	Energy saved due to conservation and efficiency improvements	–	Not assessed
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives	–	Not assessed
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	–	Not assessed
EN8	Total water withdrawal by source	–	Not assessed
EN9	Water sources significantly affected by withdrawal of water	–	Not assessed
EN10	Percentage and total volume of water recycled and reused	–	Not assessed
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	–	Not applicable
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	–	Not applicable
EN13	Habitats protected or restored	–	Not applicable
EN14	Strategies, current action and future plans for managing impacts on biodiversity	–	Not applicable
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	–	Not applicable
EN16	Total direct and indirect greenhouse gas emissions by weight	33	Sustainability Indicators
EN17	Other relevant indirect greenhouse gas emissions by weight	–	Not reported
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	–	Not assessed
EN19	Emissions or ozone-depleting substances by weight	–	Not assessed
EN20	NO <sub>x</sub> , SO <sub>x</sub> and other significant air emissions by type and weight	–	Not assessed
EN21	Total water discharge by quality and destination	–	Not assessed
EN22	Total amount of waste by type and disposal method	–	Not assessed
EN23	Total number and volume of significant spills	–	Not applicable
EN24	Weight of transported, imported, exported or treated waste deemed hazardous under the Basel Convention Annex I, II, III and VII and percentage of transported waste shipped internationally	–	Not assessed
EN25	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and run-off	–	Not assessed

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EN26	Initiatives to mitigate environmental impacts of products and services and extent of impact of mitigation	–	Not assessed
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	–	Not assessed
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	–	No incidents of non-compliance and no sanctions imposed

## Society performance indicators

SO1	Nature, scope and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting	–	Not assessed
SO2	Percentage and total number of business units analysed for risks related to corruption	–	Not reported
SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures	–	Not assessed
SO4	Actions taken in response to incidents of corruption	–	Not assessed
SO5	Public policy positions and participation in public policy development and lobbying	–	Not assessed
SO6	Total value of financial and in-kind contributions to political parties, politicians and related institutions by country	–	No donations to political parties or politicians
SO7	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes	–	No incidents and no legal actions
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	–	No sanctions imposed

## Product responsibility performance indicators

PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement and percentage of significant products and services categories subject to such procedures	–	Not assessed
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services, by type of outcomes	–	No incidents of non-compliance
PR3	Type of product and service information required by procedures and percentage of significant products and services subject to such information requirements	–	Not assessed
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	–	No incidents of non-compliance
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	–	Not assessed
PR6	Programmes for adherence to laws, standards and voluntary codes related to marketing communications, including advertising, promotion and sponsorship	–	Not assessed
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship, by type of outcomes	–	No incidents of non-compliance
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	–	Not assessed
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	–	No incidents of non-compliance and no sanctions imposed